

Historic, archived document

Do not assume content reflects current scientific knowledge, policies, or practices.

1.95x82500
18.144
Extension Service Circular 144

January, 1931

Coordination of Farm-Management Extension Programs

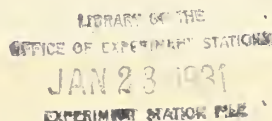
17C
V. B. Hart

LIBRARY OF THE
OFFICE OF EXPERIMENT STATIONS
JAN 23 1931
EXPERIMENT STATION FILE



UNITED STATES DEPARTMENT OF AGRICULTURE
Extension Service.....C.W. WARBURTON *Director*
Office of Cooperative Extension Work.....C.B. SMITH *Chief*
Washington, D. C.





COORDINATION OF FARM-MANAGEMENT EXTENSION PROGRAMS*

V. B. Hart,
Extension Economist

The subject "Coordination of Farm-Management Extension Programs" assigned for this paper suggests two questions to the writer. The first is, "Why do we do farm-management extension work?" The writer's own personal answer to this question is that we do farm-management extension work to help farmers make more money.

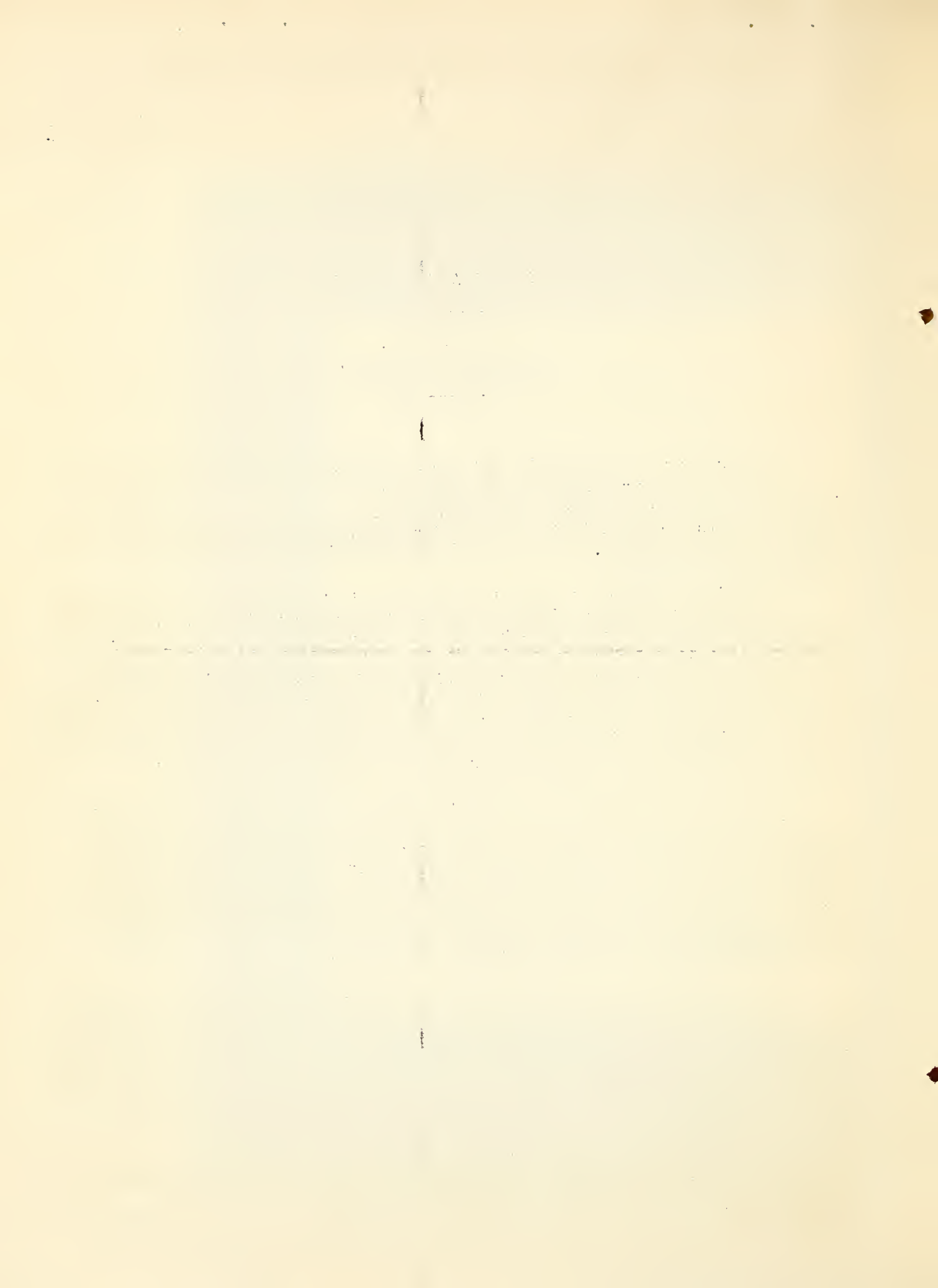
A survey of plans of work of different State extension services shows such statements as these: "The purpose of this project," -- viz., the farm-management extension project -- "is to help farmers bring about better organization and management of their businesses"; "The aim of extension work in farm management is to lower the cost of producing farm products"; "The purpose of this project is to enable farmers to raise their standards of living"; and "The purpose of this project is to bring about a more satisfied farm population by furnishing farmers with economic information that will enable them to increase the returns which they receive for labor and capital."

These more academic and classical statements of purpose which serve as excellent preambles of plans of work and annual reports can usually be resolved into the one statement of purpose; viz., "We do farm-management extension work to help farmers make more money." The writer knows of no justification for spending time and money on farm-management extension work unless it helps farmers make more money, and this discussion is based on the assumption that none other exists. There is no place for extension for extension's sake in the farm-management field.

The second question suggested by the subject of this paper is, "With what should a farm-management extension program be coordinated?" A study of outstanding examples of successful farm-management extension work in this country -- and using as a measure of success our reason for doing this type of extension work; viz., "to help farmers make more money" -- convinces the writer that the success of a farm-management extension program depends, in

* Paper given at Twenty-first Annual Meeting of the American Farm Economic Association at Cleveland, Ohio, December 29, 1930.

DISTRIBUTION: A copy of this circular has been sent to each State extension director, agricultural college library, and experiment station library.



a large measure, on its close coordination with the five following lines of work; viz.,

1. The farm-management research program.
2. Other economic extension work such as that in the fields of marketing and agricultural economics.
3. Extension work in the so-called noneconomic fields, such as animal husbandry, agronomy, and agricultural engineering.
4. Extension work dealing with the health, happiness, and social problems of the farm family, such as that in the fields of rural sociology, rural government and home economics.
5. The resident teaching work in farm management at our agricultural schools and colleges.

Coordination of the Farm-Management Extension Program with
Farm-Management Research

We have been told that over a long period of time agricultural production and practices tend to become adapted to changing economic conditions. Theoretically, such economic changes as the introduction of labor-saving machinery, changes in market demands, increased cost of labor, and changes in storage and transportation facilities may be reflected back to the farmer in the price which he receives for his product and in his costs of production; and in the end changes in farm-management practices and organization result. However, if these changes are left to the operation of economic laws or, in more simple terms, to the slow process of starvation, they come only after much distress and grief. We have seen the production of such highly concentrated products as pork, beef, flax, butter, wheat, and wool, which were once important products in our Eastern States, move gradually westward under the pressure of competition with such bulky and perishable products as whole milk, hay, potatoes, and other vegetable crops. However, many farmers continued to produce beef, wool, and butter in our Eastern States long after the time when they should have been producing whole milk and other more perishable and bulky products.

This lag in the adjustment of farming practices to changing economic conditions is not due to the fact that farmers are poorer business managers than persons in other lines of production but more to the fact that they frequently do not have the necessary information on which to decide whether a certain economic change is permanent or temporary. It is also in part due to habit and inertia. Many manufacturers of carriages and wagons were positive that the automobile had not come to stay, and continued to turn out their red-running-gear buggies long after their labor and capital would have given greater returns in the automobile industry. It is indeed a difficult thing for a person whose father paid for a farm or accumulated a fortune in

nonagricultural lines of work by following certain practices to realize that the present generation can not always repeat the successes of previous ones by following those same practices.

At a low point in a livestock cycle an individual farmer may realize full well that the price of milk or beef is so low that he will not be able to make expenses and interest on his capital, but unless he is shown from the results of farm accounts and surveys in his own area that with the ups and downs of the dairy or beef cycle, the production of milk or beef has paid better than any other enterprise, he may go out of this line of production and into some other less adapted to his section at the worst possible time for such a shift. It is of vital importance that a farmer know whether a radical change in the price or returns for a certain product is temporary or permanent, and in order to tell him this we need farm-management and other economic extension work.

A century ago there was little need of farm-management research or extension work. Most of what a farm family produced it consumed, and most of what it consumed it produced. If they didn't produce enough to clothe and feed themselves, they were either cold and hungry or else more fortunate neighbors had to help them out. Cost-of-production studies and farm-organization surveys were little needed in those days.

With our ever-changing economic conditions and because farming has become more and more a matter of production for sale rather than for home consumption, there is a decided place in our agricultural educational work for farm-management information. No one farmer lives long enough to try out for himself very many different types of farm organizations. He needs information based on the experience of a large number of other persons who are engaged in the same business.

There is probably a greater need for supplying farmers with the results of farm-management and other economic research work than with any other kind of information. This is because farm management is a comparatively new subject and also because a farmer can not see the returns obtained by his neighbors from different farm-management practices and organizations in the same way as he can observe the results of sowing different varieties of seed or using different amounts of fertilizer. It is very easy to see the good crop of grain or potatoes that was produced by certain seeding, or fertilization practices; but like the research worker who is making a farm-income survey, a farmer can not tell by riding past a neighbor's farm whether the well painted buildings and other evidences of prosperity are the result of a well organized farm business or of a fortunate marriage or legacy.

The gap between farm-management research and putting into practice the recommendations based on research is probably much wider in the economic field than in any other. Farmers had read bulletins giving the results of feeding and fertilization experiments for many years before we ever heard of the term "farm management." The average farmer is much better able to digest the results of an experiment in feeding dairy cattle found in an animal husbandry bulletin than he is the usual information found in a bulletin giving the results of a farm-management survey or the results of a group of farm accounts.

If we assume that there is a need for farm-management research to provide information that will help farmers make more money, then the proper coordination of our farm-management extension and research programs should include two things; viz., getting the proper information and getting it across to the farmer. Being an extension worker and in the field of farm management, the writer may be somewhat prejudiced on this point, but he feels that the only real justification for doing a piece of farm-management research work is that it will mean more dollars for farmers. If we use this test for evaluating farm-management research work and then look over the field, we find it strewn with hundreds of valuable studies, the results of which may have been fully presented and discussed at meetings of this kind, but which the farmer has never read, or perhaps even heard of.

The farmer may remember that some fellow did stop him when he was trying to get in his alfalfa, or followed him back and forth across the field while he was trying to finish discing his wheat ground and asked him a lot of questions about what it cost to grow corn or operate his tractor. He may even have asked his county agent what they ever did with all those figures. and received the old, old reply, "Ah they told me they were going to send a copy of the bulletin to everyone who cooperated"; or, "The study has been completed but the bulletin isn't out yet"; or still worse, that "They want to get three years' records before they publish the results." What that farmer should have had were brief summaries of different parts of the study as the records were being worked up. Later he should have had a summary of the entire study prepared by people accustomed to doing extension work with farmers. Then he should have had a chance, along with his neighbors, to attend a meeting where the man who made the study and the farm-management extension specialist, together with the county agent, would try to show him how he could use the results to help make more money on his own farm. Then perhaps two years later when the bulletin appeared he would be ready to digest it.

The writer most certainly does not wish to appear to underestimate the value of careful and detailed research work. He realizes that there is no field where there is greater danger of helping farmers to lose money by extending inaccurate or unreliable information than in that of farm management. However, he does take decided exception to the attitude frequently taken by both research and extension workers who, when the detailed research type of bulletin is published, say to the farmer, "There it is. Take it and read it." The greatest criticism that the writer has heard farmers make of the farm-management work of our State colleges and of the United States Department of Agriculture is that the results of the research work do not get back to the people on the farms, or at least do not reach them in the form that they can use.

To quote verbatim the statement of a successful farmer who holds an advanced degree from one of our State agricultural colleges and who has had considerable experience in both research and extension work: "You people have done some excellent farm-management research work in our territory and have published the findings in experiment station bulletin form. What we farmers want now is someone to take those bulletins, boil

them down, and come out and interpret the results for us and show us how to apply them to our own farm businesses so as to make more money." The writer feels that if a college-trained man with experience in research work needs this help in the interpretation of the results of farm-management studies, that we certainly have come far from fulfilling our obligations to his neighbors who have not had that technical training.

Sound extension must be based on sound research; but the obligation of both the research and extension worker is not fulfilled when the bulletin is published, or when we mail a copy of it to the farmer who let his team or tractor stand still in the field while he answered the enumerator's questions, or who struggled to keep awake that night when he "put down his best estimates" on the questionnaire. Most certainly all of the responsibility for lack of coordination between our farm-management-extension and research programs and the consequent failure to get the results back to the farmer can not be placed on our research workers. In the writer's opinion, research and extension workers are about equally to be blamed. Not excepting the writer's own institution, his own department, and himself personally, we extension workers are to be blamed for not devoting more of our time to the preparation of extension bulletins and summaries of research work. Too often we extension workers have said to the farmer, "Yes, we have a bulletin on that. I'll send you one."

Many times our research workers are at fault for hampering the getting of results back to farmers by the way in which they so jealously guard the preliminary results of their studies from the farmers' eyes and for protecting so carefully their manuscripts during the usual year or two that "the bulletin is on the press." Frequently after one year's records have been partially tabulated, instead of finishing the job and helping the extension worker get the results out to the farmers who are waiting for them, the over-zealous research worker has a new supply of survey blanks printed, organizes his crew, and goes after the farmers for "another year's records." Many of our research workers need to cultivate the ability to take the shears and cut off a piece of the cloth and get it out to the consumer instead of waiting until all the yarn is woven up; or worse still, stopping the weaving to go out and get more yarn.

Again let the writer make clear that as an extension worker he feels decidedly the need and value of complete and detailed research work. However, he believes that there is yet to be made a farm-management study which did not provide, long before the "bulletin is printed," accurate and valuable information, the immediate release of which would have helped farmers to make more money.

Another way in which we fail to coordinate our research and extension programs in farm management is that we too often overestimate the experience and time which the average farmer has for studying and analyzing the results of research work. Frequently at meetings of this kind, after a careful and detailed discussion of a particular piece of research work has been given, the writer has heard men well trained in the interpretation of scientific data state that although they had read the bulletin

and listened carefully to the discussion, they didn't quite get all of it, and wished that more time could have been spent asking questions about the study. If the trained worker feels this way, how about the average farmer? Few farmers have the experience in interpreting scientific data that persons attending meetings of this kind are supposed to have, and very few farmers are on State or Federal expense accounts that enable them to attend scientific meetings. Frequently the only opportunity the farmer has to read a scientific bulletin is while walking up the lane from the mail box to his house, or in the few minutes between putting out the lantern and putting out the cat. In that time he can just about get through the author's acknowledgments and the paragraph telling where the survey was made.

As extension workers we need to work with our research men in preparing more brief extension bulletins giving the high points of our farm-management research studies. Frequently the farm-management specialist might better spend a day in his office preparing an extension bulletin or circular letter that might be read by several thousand farmers than to spend the same amount of time in a distant part of the State at a meeting attended by a dozen farmers. We have long passed the point where we judge the efficiency of an extension program by "days in the field." Those of us who are engaged in research work need to keep in mind that we are doing the work to help farmers make more money and that the expense of research projects is not justified unless the results do accomplish this end.

Another way in which we can bring about a better coordination of farm-management research and extension is by a closer adherence to the idea of basing our recommendation on facts. A recommendation based on the experience of a large number of farmers is usually more reliable than one based on the opinion of the farm-management specialist. The writer also believes that farmers are more likely to adopt new practices because they realize that their neighbors have found that those practices pay than because someone tells them that the practices ought to pay.

In a desire to discover something new and startling there has developed in our farm-management extension work a tendency to underestimate the value of what has been done by individual farmers and to overestimate the ability of the extension specialist himself to figure out what farmers might do. The writer refers specifically to the practice in farm-budgeting work of working out on paper hypothetical farm organizations and on paper figuring out what income these hypothetical farms should give. Contrasted with this practice is that of getting from a large number of farmers by survey or farm-accounting method, records of what their farm organizations actually are and what incomes have actually been made with different types of organizations. From contact with farmers who have been exposed to both methods, the writer is firmly convinced that the number of farmers who have adopted improved practices as a result of recommendations based on actual farm records, far exceeds those who have been persuaded to make changes because of recommendations based on a hypothetical farm worked out by the extension specialist.

The invariable questions asked by the farmer about these hypothetical farms are, "How do you know that they will give that income?" And "Has anyone tried them out?" On the other hand, farmers have for centuries made changes as a result of learning that certain practices have been proven to be successful by their neighbors. Those of you who were raised on farms producing potatoes and who lived through the transition from the planting sack and digging fork to the horse-drawn planter and digger did not make the change because some one figured out on paper how much time a planter and digger ought to save. One day when the crease on your shoulder got too deep, or the callous on your instep got too thick, you went over to a neighbor's and saw what a planter or digger really would accomplish. Perhaps your neighbor was only letting the agent try the machine out on his farm; but at any rate, if you changed from hand to machinery methods you very likely did it as a result of what had happened and not what some one figured out should happen.

One of the criticisms frequently made by the supporters of the hypothetical farm set-up of the method of basing recommendations on farm-survey records or accounts kept by farmers, is that the average farmer can not give an accurate estimate of his receipts and expenses. The writer believes that there are enough reliable cases showing how comparable are the farmers' estimates of such things as milk production and the actual weights obtained from milk plants, estimated tax payments and actual tax records, and estimated crop yields and actual measurements or weights of crops to prove that farmers really do know enough about what they produce, spend, and receive to give us very accurate data. At least the writer feels that the estimates of the farmer himself obtained by the survey or farm-account method are far more reliable as a basis for making recommendations than those made by the extension specialist while sitting in his office.

Another argument presented against the use of actual farm records is that because of yearly variations in yields and prices we should not use the actual yields and prices obtained by farmers in any one particular year, but should rather build up a hypothetical case based on averages over a period of years. This second argument seems to the writer to be open to two decided criticisms. The first is that if we build up a farm on paper by using average yields and average prices, we immediately run into the old question from the farmer of "Is this an actual farm?" and "Has someone done this?" Our only answer to these questions can be that our paper farm represents our estimate of what might happen under average prices and average weather conditions; and the farmer does not farm under average conditions. He takes each year's weather and prices as they come.

Another objection that the writer sees to using average prices and average yields instead of actual prices and yields is that by so doing we lessen the opportunity of pointing out to the farmer the variations in yields and costs and the factors affecting them. The writer feels that the tendency on the part of some farm-management extension workers to base their recommendations on paper farms and hypothetical farm budgets rather than on the actual experience of farmers is a decided step away from basing our recommendation on facts.

The use of hypothetical farms based on opinion rather than facts reminds the writer of how during the early part of the World War, in our eagerness to build up our air service, many persons worked out airplanes on paper in their offices. Based on the laws of physics, the wing spread, dihedral angle, lift, weight, and balance of these planes were correct, and orders for their construction were let in large numbers. In theory these planes should lift so much, go so many miles per hour, and consume so much fuel. What the pilots who had to use those planes wanted to know was "What has a plane of this type really done?" And the only way to find out was to try them. Later, in building planes, careful consideration was given to the results that certain types of airplane construction had given; but the museums and scrap piles of our army and navy and the numerous entries in our aviation records of "killed while in training" stand as mute evidence of another example of basing recommendations on what certain factors were supposed to give rather than on the actual evidence of what they had given.

The writer does not wish to give the impression that he believes the preparation of farm budgets has no place in our extension work. The idea of using results of actual farm records and accounts to plan out the organization of a farm business is nothing new and had been done for years before the term "farm budgeting" was invented. In so far as farm budgeting is based on the actual experience of farmers, it is sound; but when in setting up farm budgets we attempt the short cut of substituting the opinion of the extension worker for the experience of farmers, we place ourselves in the class of the swivel-chair aviators who built the paper planes based on theory rather than practice.

The writer recently heard an economic-extension worker say that in his work he hesitated to use the results of farm surveys because of the inability of farmers to give accurate figures, and, therefore, depended on data in the census, in yearbooks, and in crop reports, in working out recommendations for successful farm organizations. He did not, however, explain why he believed data given by farmers to census enumerators and crop reporters were likely to be so much more accurate and reliable than those put down in a farm-account book or given to a trained farm-management specialist making a survey.

Another outstanding need in the farm-management field is for a more careful planning of our research programs with reference to the needs of farmers. The personal desires and interests of the research worker are frequently the deciding factors which determine what particular study he undertakes. Those of us who are extension workers have a decided obligation and responsibility for finding out what are the problems of farmers on which research should be done. Our fellow workers in the research field have an obligation to cooperate with us by placing the needs of farmers ahead of personal inclinations when deciding on what studies to make.



Coordination of Farm-Management Extension
Programs with Other Economic Extension Work

If a farm-management extension program is to be effective; i.e., to help farmers make more money, it must be closely coordinated with other economic extension work. The farmer wants economic information in order to help him make more money, and a dollar made as a result of information labeled marketing or agricultural economics will pay just as many taxes or buy just as much gas for the tractor as one made by use of one marked farm management. Farmers do not draw as clear-cut lines of demarcation between the different kinds of economic information as do the persons who assemble and dispense the different brands.

It is quite impossible and, in the writer's opinion, not desirable for extension purposes, to attempt to separate and classify all of our economic information into marketing, agricultural economics, and farm management. Let us, for example, consider agricultural outlook information. Does this very valuable kind of information belong to the field of marketing, farm management, or agricultural economics? The information which the economic extension worker may have at hand may indicate that we are approaching the peak of the dairy cycle and are likely to soon have an overproduction of milk and dairy cows. Of just what use do we put this information in helping farmers make more money? We perhaps show the farmer that he must prepare for lower milk and cow prices by raising only the best heifer calves, by keeping production records and culling his herd, by more economical feeding and by not overinvesting in high-priced breeding stock at the peak of the cycle. We may back up and supplement our recommendations by results of accounts and surveys on factors affecting the costs of producing milk and of raising heifers. We can also perhaps show the farmer how to effect economies in the operation of the plant of his cooperative dairy association and assist him on some of his credit problems in connection with the purchase of dairy feeds.

Now just which of this information is farm management, which marketing and which agricultural economics? The writer is frank to state that he does not know, and further, that he feels it a waste of time to attempt to divide it into these different classifications. What the farmer wants from his extension service is information that will help him make more money; and it is of little consequence to him under what label the information is presented, so long as it helps him to get the dollars.

Let us further suppose that our research workers have made a study of the factors affecting costs and profits in producing potatoes -- a 100% farm-management study, we might say; but in studies of this kind it is frequently found that one of the factors affecting profits is the price received for the potatoes; and the price is very likely to be dependent on grading problems, methods of sale, and the time at which the crop is sold. We then need to give the farmer information on whether it pays to grade, which methods of sale have been found to be most profitable, and perhaps also outlook information on the present year's crop. If we were able to divide all of this potato information into the different economic



classifications, we would not have helped the farmer make any more money by so doing, and we might also prevent ourselves from giving him all of the information available.

When the farmer comes to an extension meeting where the economic factors of potato production are to be discussed, he wants, and should get, the best available farm-management, marketing, agricultural-economic, and outlook information available on potatoes. One of the most deplorable answers that the writer has ever heard given a farmer was when one asked a farm-management extension specialist for information on the intended potato acreage for the coming year and was told that he would have to get that from the marketing extension specialist as the outlook information at his institution was handled by the marketing department. The experience of a large number of State extension services has clearly demonstrated the inadvisability of attempting to make the agricultural outlook a distinct and separate subject. It has been clearly demonstrated that outlook information may very well be handled by either the farm-management or the marketing extension specialist, but also that it should be closely correlated not only with all phases of economic-extension work, but with the entire extension program.

Need of Coordinating Farm-Management Extension Programs with Other Subject-Matter Extension Work

There is probably fully as much need for coordinating all of our economic extension work with other subject-matter extension programs as for the close coordination of our farm-management extension program with that in marketing.

Referring again to our farmer who wants to know how to make more money on his potato enterprise: Farm-management studies in his region may show that it pays to use a certain amount of fertilizer per acre, and that spraying is more economical than dusting. The farmer's next questions are likely to be on the kind of fertilizer to use, amount of pressure to use on the sprayer, whether to apply the fertilizer in the row or broadcast, what distance apart to plant seed pieces, and other questions on cultural practices suggested by the farm-management study.

The answering of questions of this kind may not fall properly into the field of farm management, but these questions are bound to arise when the results of a farm-management study are presented to a group of farmers, and provision should be made for their being answered promptly by someone. If it is not possible to have present at the extension meeting the subject-matter specialists from the particular departments concerned, then the duty of answering these questions devolves upon the county agent.

There is a growing tendency throughout extension work in the different States to tie up farm-management information more and more with other subject matter. Each year sees an increasing number of the commodity type of meetings where the farmer is given the best information of all kinds

that the extension service has on the particular commodity concerned. This is a decided step towards increased efficiency in our extension work. The farmer does not draw sharp lines of distinction between the farm-management, the plant pathological, and the agronomic dollar. They are all the same when the feed dealer or the tax collector gets them.

Coordination of Farm-Management Extension Programs with
Extension Work Dealing with the Health, Happiness, and Social
Problems of the Farm Family

In the commentaries of Julius Caesar we find the statement that a certain tribe "are a people with poor houses, the roughest kind of clothing, and little food, and the merchants go there but little, for the people have nothing with which to buy -- because they produce little." Caesar, besides being a good military strategist and bridge engineer, also knew a little about farm management. The Acquatini could not spend an income unless they had one. Neither can our present-day farm families.

In extension work directed toward raising the standards of living of our farm families, we are apt to lose sight of the fact that it is frequently worse than useless to dangle a budget of \$1,500 for living expenses before the eyes of a farm family that has only \$500 to spend unless we at the same time try to help that family make an income that will support that \$1,500 budget.

To quote the words of a farmer who was told that it would take \$1,440 per year to provide a decent standard of living for a farm family of five: He says, "I realize well enough that my children should have their annual health examination, should visit the dentist twice a year, have a better diet and better clothes, and that both my wife and I should take an annual vacation; but we had exactly \$700 cash income to live on last year. What I wish those people who made up that budget would do is to show us how we can spend that \$700 more wisely and then how to get the \$1,440."

It would seem to the writer that a more sound approach to the problem of raising the standards of living of our farm families than simply throwing a budget at them which their present incomes will not sustain, would be to (1) Find out what farm families have in the way of food and clothing and health, social, and educational advantages. (2) Find out what farm families are actually spending for these items. (3) Endeavor to show how a more wise expenditure might be made of incomes now available. (4) And lastly, work out an itemized budget that will maintain a satisfactory standard of living -- and at the same time make a farm-management study to find out what types of farm businesses or organizations will support that budget.

Too frequently our standard-of-living studies have included merely the preparation of a budget of family-living expenses and its presentation to farm people with the admonition to lift themselves by their economic

foot straps. In this respect persons making the budgets have been much like the Phoenician merchants who displayed their attractive wares before the Acquattini and only caused those impoverished people to curse their gods and the merchants as well because they had nothing with which to buy.

Coordination of Farm-Management Extension Programs with Resident Teaching Work

There is a decided advantage in close cooperation and exchange of duties between persons engaged in resident teaching and extension in the field of farm management. The extension man who does only extension work is liable to become too general and too opinionative in his statements, and the resident teacher too much dependent upon his last year's lecture notes. The writer feels that it is highly desirable for the farm-management extension worker to occasionally give a course to college students. It helps to make him more exact and definite in his statements and to better organize his material. It also improves the resident teacher's technique, if he does a certain amount of extension work. He frequently finds out that he can learn a considerable amount of both subject matter and teaching methods from having a class of students who have paid no tuition, have no fear of making a poor grade, and have only to go to sleep, look out the window, or go home in order to withdraw from the course.

Summary

To briefly summarize and to attempt to give some constructive suggestions for a better coordination of farm-management extension programs.

1. We do farm-management-extension work to help farmers make more money.
2. The farm-management extension program should be closely coordinated with economic research and resident teaching and with other parts of the extension program.
3. Under present economic conditions farmers need farm-management extension work more than ever before.
4. It is a more difficult job to bridge the gap between research and the farmer in the economic field than in any other.
5. There is no justification for farm-management research unless it means more dollars for the farmer.
6. The job is not finished when "the bulletin is printed."
7. The majority of our farmers have never even heard of many of our excellent farm-management research studies.

8. The blame for failure to get the results of economic research work back to the farmers rests on both research and extension workers.

9. Extension workers should spend more time in their offices preparing extension bulletins, news letters, radio talks, press articles, etc., and extension directors and other executives should support them in this by not judging the effectiveness of an extension program by "days specialist was in field."

10. If the farmer had as much time and training in interpreting the results of research as does the average experiment-station or extension worker, he would probably do just as good a job -- but we must recognize that the farmer does not and can not have that time and training.

11. We must adhere more closely to basing our recommendations on facts.

12. "Farm budgeting" is nothing new but simply a new name for an old idea and is sound in so far as it does not mean substituting the extension specialist's opinion for the experience of farmers.

13. A farm-management research program should be based more on the needs of farmers and less on the personal interests of research workers.

14. No clear-cut line of demarcation can be drawn between farm-management and other kinds of economic-extension work.

15. The problem of raising the standards of living of farm families is a farm-management as well as a sociological problem.

16. The results of economic-research work are made available to farmers by our extension services, and we must recognize more fully that the job of getting the information across to the farmer is one that requires workers who are just as well trained and experienced in extension methods, as are our resident teaching and research workers in the methods employed in their fields.

17. And again "We do farm-management-extension work to help farmers make more money."



